NAVY EPME CONTINUUM IMPLEMENTATION

12 April 2007

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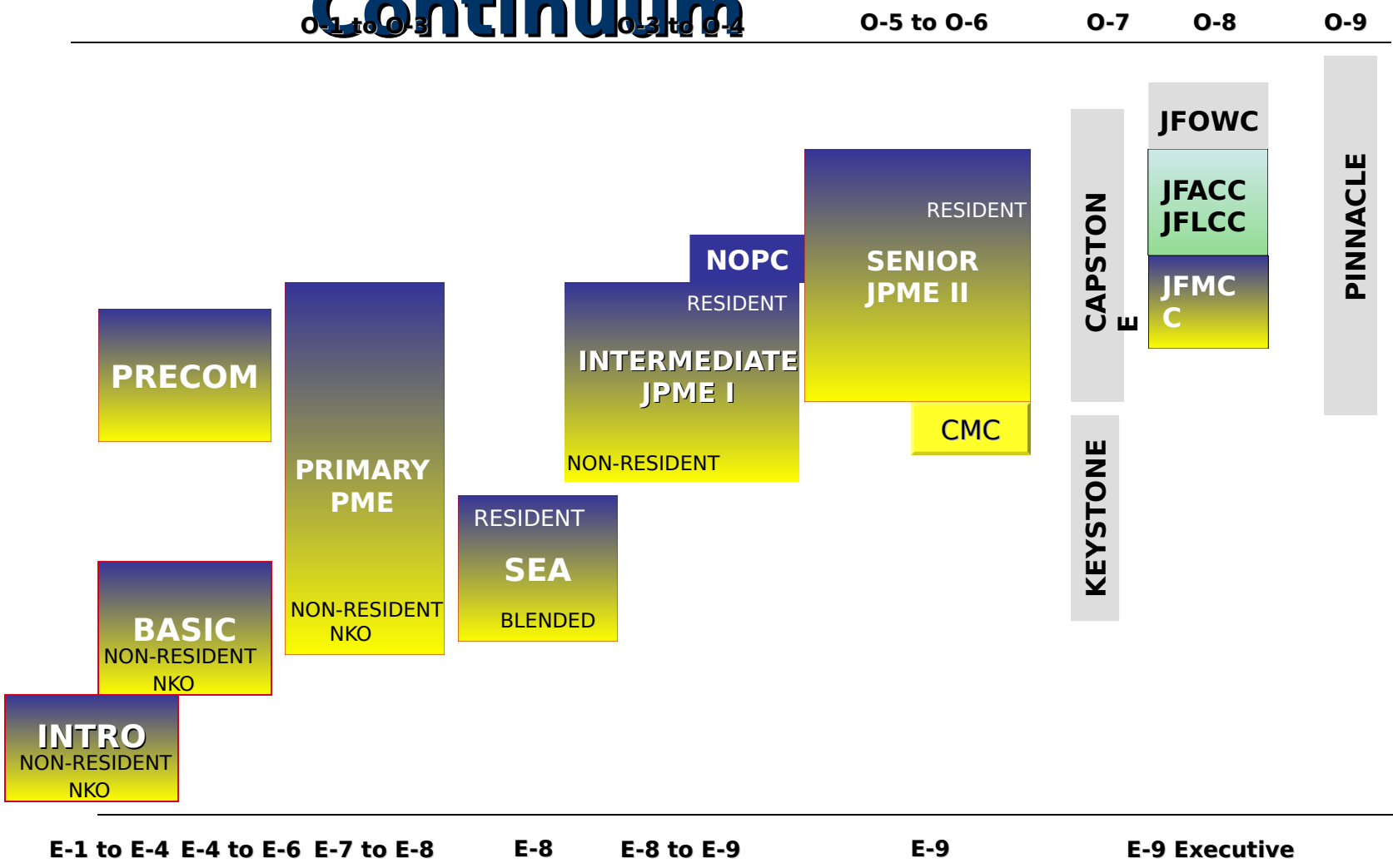
The Navy's PME Continuum



CNO Intent: Provide career-long educational opportunities that are mission relevant and support the professional growth and development of all Sailors (Officer and Enlisted, AC/RC)

US NAVY PME CONTINUUM

PRECOMM 01 02 03 03 04 05

OFFICER

ENLSITED

Precomm JPME

Primary JPME

JPME I

JPME II

PRECOMM

OFFICER UNIQUE

(PRIMARY)

COMMON CORE PME

(INTER-MEDIATE)

CPO UNIQUE

NOPC

CNCS (INTER-MEDIATE)

CNW (SENIOR)

XO/CO

CMC

REGIONAL & CULTURAL KNOWLEDGE

EXECUTIVE PME

SHARED CONTENT

SHARED CONTENT

LEADERSHIP

LEADERSHIP

INTRO

BASIC

SEA (SENIOR)

BASIC EJPME

CAREER EJPME

E1 E2 E3 E4 E5 E6 E7 E8 E9 CMC EXEC

Basic EJPME (E1-E6)
-- Navy Introductory & Basic EPME

- **Fielding in FY 08 via Navy Knowledge Online (NKO)**
  - ✓ **Developed draft desired educational outcomes**
  - ✓ **Financed by End FY 06 Monies**
  - ✓ **Curriculum design completed**
  - ✓ **Curriculum development underway with some Beta Testing**
  - ✓ **Will meet all EJPME LA/LOs**
  - ✓ **EPMEP standards underpin both programs**

- **Intent**
  - **Introductory PME - Focus point is E4**
    - **Accomplish foundational PME elements**
    - **Begin habit of self-study**
  - **Basic PME – Focus Point E6**
    - **Leading PO PME elements**
    - **Reinforces habit of self-study**

Introductory & Basic PME

Status: On Schedule

Early FY08

Introductory & Basic EPME Courses
Basic EJPME JLA/JLO Coverage

	Introductory	Basic
• **JLA 1: National Military Capabilities and Organization**	🟡	🟢
– **JLO 1**	🟢	🟡
– **JLO 2**	🟡	🟢
– **JLO 3**	🟢	🟡
– **JLO 4**	🟡	🟢
– **JLO 5**	🟡	🟢
– **JLO 6**		
• **JLA 2: Armed Forces Overview**	🟢	🟡
– **JLO 1**	🟡	🟢
– **JLO 2**		

🟢 = Complete Coverage

🟡 = Partial Coverage

Will Meet All Basic EJPME Requirement

Enlisted Introductory PME Outcomes Working Draft

- **Prepared to Perform in an Operational Maritime Environment**
  - Ready for the basic challenges of seafaring and watchstanding
  - Identifies with service culture, customs, and traditions
  - Imbued with concepts of duty, responsibility, ambassadorship, and core values
  - Aware of selected governing laws, regulations, and policies
- **Familiar with Profession of Arms Concepts**
  - Aware of Navy force composition, capabilities, and organization
  - Knows fundamentals of the defense establishment and service roles
  - Familiar with the uniforms and rank insignia of the Services
  - Informed of the world's major regions, languages, and cultures
- **Values the Principles of Followership**
  - Understands the importance of conscientiously obeying officers and petty officers
  - Acquainted with the nature of lawful orders
  - Comprehends the importance of contributing to the team
- **Able to Communicate Militarily**
  - Familiar with reporting methods and procedures
  - Properly maintains logs and records
- **Uses Resources Responsibly**
  - Safely operates tools and equipment
  - Knows the importance of maintenance and preservation

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Enlisted Basic PME Outcomes – Working Draft

- **Competent Maritime Professional**
  - Proficient in rating, platform and warfare community knowledge
  - Familiar with key historic events and leaders that shaped the Navy
  - Aware of selected DoN and DoD policies and their enforcement
  - Knows naval force structure and domains of its employment
  - Acquainted with Navy's role in homeland defense and ROMO

- **Versed in the Profession of Arms**
  - Acquainted with the UCMJ, military justice system, ROE, and the Geneva Convention
  - Comprehends principles of force protection, irregular warfare, and WMD
  - Familiar with fundamentals of national military capabilities and organization
  - Aware of the Services' customs and courtesies
  - Comprehends the benefits and limits of military technology
  - Understands implications of geopolitics, culture, and language on military operations

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Enlisted Basic PME Outcomes – Working Draft

- **Capable Team Leader**
  - Knows the application of critical thinking to decision making
  - Familiar with fundamental ethics principles
  - Understands application of leadership techniques at the division level
  - Comprehends the importance of supporting the chain of command
  - Competent in supervision, training, and empowerment of junior personnel
  - Adept at division-level problem solving and change implementation.

- **Able Communicator**
  - Understands principles of effective oral and written communication
  - Comprehends performance evaluation techniques

- **Proficient in Resource Organization and Employment**
  - Able to organize personnel and equipment
  - Competent in aligning resources with tasks
  - Aware of processes and methods that enhance efficiency
  - Capable of implementing ORM practices

Career EJPME (E7-E9) -- Navy Primary & SEA EPME

- **Primary – Focus point is Chief Petty Officer**
  - ✓ **Fielded in FY 07 via Navy Knowledge Online (NKO)**
  - ✓ **Developed draft desired educational outcomes**
  - ✓ **Curriculum development included Beta Testing**
  - ✓ **Partially meets Career EJPME LA/LO (JLA 2 Met)**
  - ✓ **EPMEP standards underpin this DL program**

- **Senior Enlisted Academy (SEA) – Focus point is Senior Chief**
  - ✓ **Resident & Blended Programs with increased capacity**
    - **Developed draft educational outcomes**
    - **Nearly Completes EJPME LA/LO Requirements**
    - **Two EJPME Gaps**
      - **JLA 3/JLO 3 - JOPES (Naval Planning)**

Two EJPME Gaps: Operational and Financial Planning
Fully Resolved in FY 08

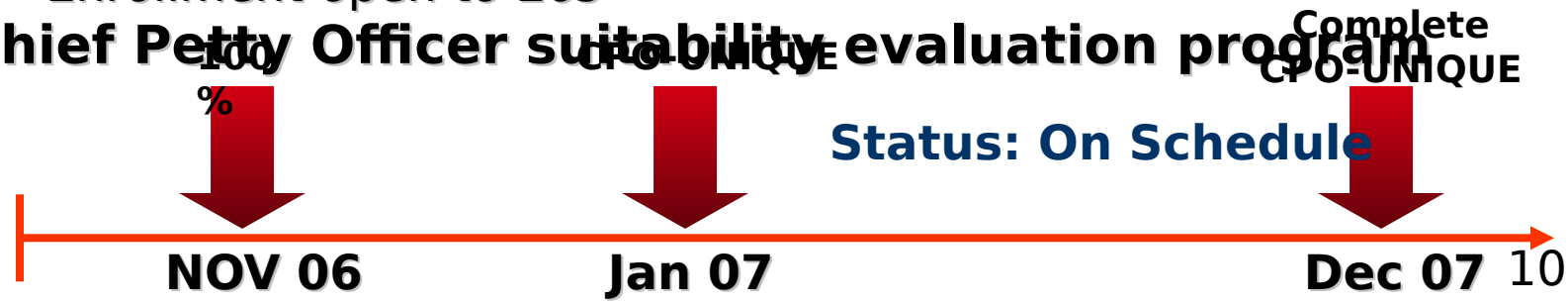
Primary PME (O1-O3 & E7-E8)

Shared understanding of Navy capabilities for the joint warfight by Navy's deckplate-level leaders

- **CJCSI 1800.01C, CJCSI 1805.01 and CLO ltr of 2 MAR 05**
- **"Know" and "Comprehend" levels of learning**
  - Tactical level of warfare
  - Joint and Navy warfare fundamentals
  - Navy core competencies

✓ **Integrated course**
  - ~75 hours Delivered via Navy Knowledge Online (NKO)/ILE
  - For all O1 – O3, CWO, & E7/E8
  - Enrollment open to E6s

✓ **Chief Petty Officer suitability evaluation program**



Primary PME Outcomes

Versed in the Essentials of Naval Power

- Conversant in the broad spectrum of naval operations
- Knowledgeable of the importance of naval history and traditions to the current culture of the Navy
- Conversant in technology applications in warfare and dominance within the maritime domain
- Understanding of the application of sea power to achieve desired effects across the range of military operations
- Knowledgeable of the fundamentals of the Navy planning process
- Informed in operational law, legislation and policies as they apply to the profession of arms
- Possesses an understanding of the fundamentals of professionalism and ethics for the warfighter

Effective Maritime Spokespersons

- Familiar with the maritime dimensions of warfare
- Understanding of operational warfare at sea – past, present, and future
- Conversant in the full range of naval capabilities
- Informed in operational C2 issues, including JEMCC

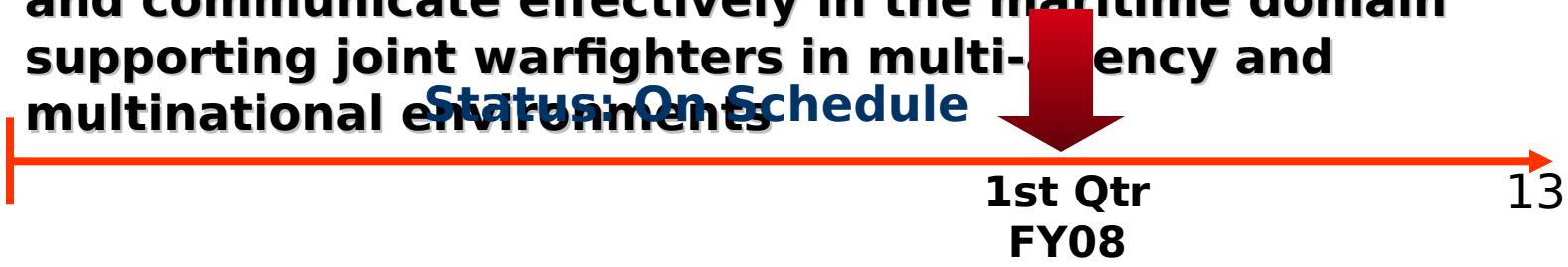
Primary PME Outcomes

- **Versed in Service Capabilities and the Fundamentals of Joint Warfare**
  - Conversant in service capabilities and how they can be combined to complement one another
  - Knowledgeable in the fundamentals of the maritime planning process
  - Conversant in integrating and leveraging military and non-military capabilities to advance national interests and achieve national objectives
  - Conversant in joint warfighting and Joint Task Force command and control
  - Possesses a joint perspective and a general understanding of joint concepts, doctrine and systems
  - Conversant with key strategic guidance for U.S. operations
  - Possesses community qualifications, augmented by an expanded knowledge of the capabilities of the naval service to support the full spectrum of national security environments/operations
- **Prepared as Maritime Advocates within the Joint Arena**
  - Informed of other service and joint capabilities and their impact in tactical and operational decision-making/ execution
  - Informed of regional and cultural influences in decision-making and problem-solving
  - Conversant with the full-range of military operations and the potential application of military and other forces at appropriate levels
  - Informed and effective maritime advocates within joint/combined environments at JFC/component commander level
  - Informed of the effects of military and non-military instruments of national power across the range of military operations
- **Effective as a Chief Petty Officer**

Senior Enlisted Academy (SEA) Near Term

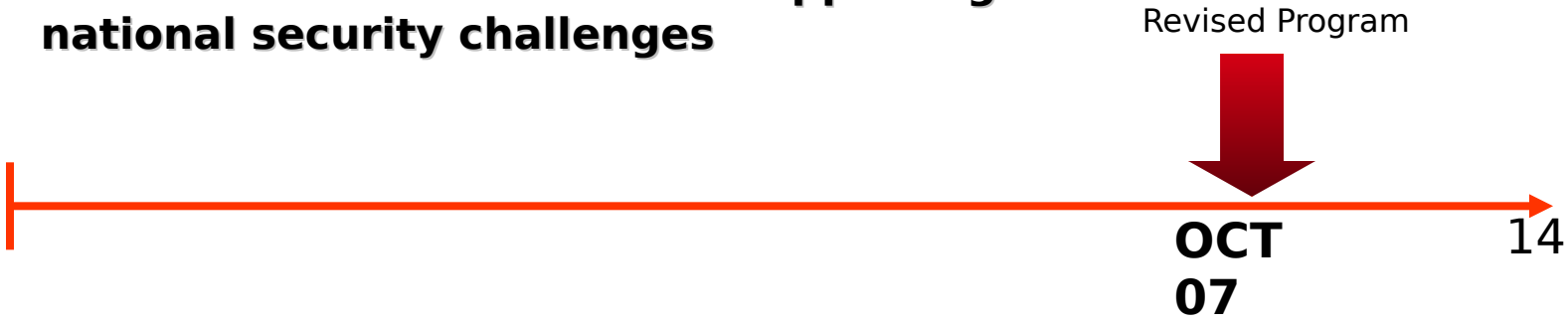
- **Education Program Redevelopment Launched FEB 06**
  - **Central element of the Navy's career force PME Program**
  - **Improve Senior-level PME program**
    - **Increase operational-level focus within joint/combined warfighting including JOPES**
    - **Emphasize maritime perspective with keen understanding of command and control challenges**
    - **Provide national strategic-level context and understanding including PPBES**
    - **Enhance assessment of Students and Program**
  - **Enhance partnership between SEA and NWC faculty**

- **Outcome**
  - **Produce strategically aware senior leaders with operational-level naval perspective and skills to function and communicate effectively in the maritime domain supporting joint warfighters in multi-agency and multinational environments**



Senior Enlisted Academy (SEA)
Non-Resident Course
Short & Near Term

- **Blended Program**
  - **Originally developed for USNR – reworked for Active Component**
  - **Two-phased program**
    - **Distance Learning via NKO (circa 120 hours)**
    - **Two weeks in-residence**
- **Changes Underway or Just Ahead**
  - ✓ **Dedicated classrooms and faculty at Newport**
  - ✓ **Throughput: 4 seminars of 13 each = 52/class ~ 20 classes ~ 1,040 graduates/year**
  - ✓ **Revise curricula subsequent to resident revision**
  - ✓ **Incorporate other Service involvement; potential for longer range**
- **Outcome**
  - **Prepare selected SELs to function and lead effectively in naval and maritime domains supporting GWOT and other national security challenges**



Primary EPME & SEA Courses
Career EJPME JLA/JLO Coverage

	Primary EPME	SEA
• **JLA 1: National Military Capabilities and Organization**	◐	●
– **JLO 1**	●	●
– **JLO 2**	◐	●
– **JLO 3**	●	●
– **JLO 4**	●	◐
– **JLO 5**		
• **JLA 2: Armed Forces Overview**	●	◍
– **JLO 1**	●	◍
– **JLO 2**	●	◍
– **JLO 3**		

● = Complete Coverage ◍ = No coverage

◐ = Partial Coverage

Primary EPME & SEA Courses
Career EJPME JLA/JLO Coverage

	Primary EPME	SEA
• **JLA 3: Foundations of Joint Operations**		
– **JLO 1**	●	▨
– **JLO 2**	●	▨
– **JLO 3** **JOPES**	▨	▨
– **JLO 4**	●	▨
– **JLO 5**	●	●
– **JLO 6**	◐	▨
– **JLO 7**	●	▨
– **JLO 8**	◐	◐

● = Complete Coverage

◐ = Partial Coverage

▨ = No coverage

Primary EPME & SEA Courses
Career EJPME JLA/JLO Coverage

	Primary EPME	SEA
• **JLA 4: National Security Overview**		
– **JLO 1**	●	●
– **JLO 2**	●	●
– **JLO 3**	●	●
– **JLO 4**	●	◐
– **JLO 5 PPBES**	◍	◍

Two Gaps: Operational and Financial Planning Systems Fully resolved in FY 08

● = Complete Coverage

◐ = Partial Coverage

◍ = No coverage

SEA PME Outcomes – Working Draft

- **Versed in OPART Related to Maritime, Joint, Interagency, & Multinational Warfighting**
  - Aware of the operational challenge of changing domestic, regional, and global security environments
  - Knows concepts, doctrine, systems, vernacular and processes required to employ naval forces effectively in joint, interagency, and multinational environments
  - Acquainted with the uses of sea power to achieve strategic goals
  - Familiar with the application of sea power across the range of military operations
  - Informed about the integration of naval/military power with other instruments of national power
  - Knowledgeable of challenges in accomplishing interagency/multinational coordination

- **Capable of Critical Thought with Operational Perspectives**
  - Familiar with analytical frameworks that integrate risk management, ROI, and best business practices into the decision making process
  - Aware of critical thinking and decision making processes used by operational leaders
  - Acquainted with operational-level perspectives on maritime operations
  - Aware of the challenges of integrating regional knowledge and cultural awareness into maritime and joint operations

SEA PME Outcomes – Working Draft

- **Prepared for Challenges in the Fleet**
  - Skilled in persuasive leadership: fostering collaborative relationships, building teams and trust, conflict management, negotiation, and effective communications
  - Competent in problem solving, creative thinking, and change management
  - Versed in the effective management of projects and programs
  - Experienced in the unique challenges of leading from the middle
  - Confident in all aspects of leader development, including culture of fitness
- **Effective Maritime Spokespersons**
  - Steeped in maritime dimensions of warfare
  - Understands maritime operations – past, present, and future
  - Conversant in the full range of naval capabilities

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Senior and Executive-level Enlisted PME

- MCPON & NWC launched in NOV 2004

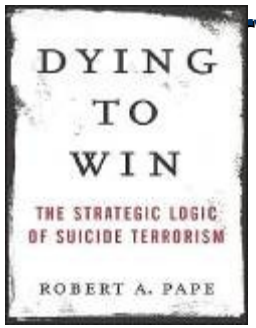
✓ Resident
  - Selected Master Chiefs enrolled in College of Naval Warfare (Officer senior level college)
  - Current steady state circa 6 students annually
  - Status: First two graduates in NOV 2005; 2 in MAR 06 (MCPON Campa)
  - Outcome: Provide insights into potential educational avenues for future executive-level enlisted leader education

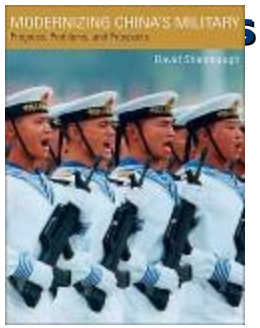
✓ Non-resident
  - Selected Master Chiefs enrolled in College of Distance Education's Officer intermediate-level CD/ROM Program
  - Status: 3 enrolled
  - Outcome: Provide insights into viability of portions of Navy officer intermediate-level curriculum for senior or executive level enlisted PME

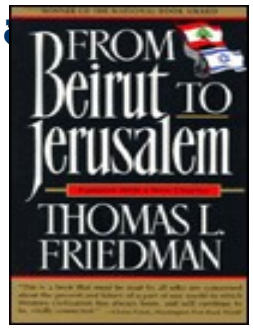
Navy Professional Reading Program

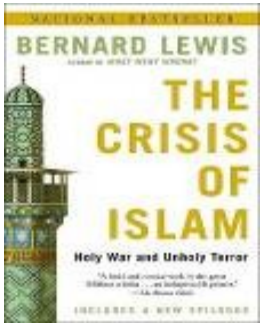
Regional Expertise and Cultural Awar

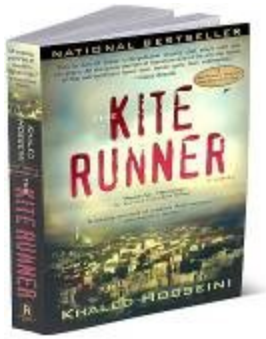
- **CNO's Navy Professional Reading Program**
  - **Implemented in last quarter FY 06**
  - **"Regional and Cultural Awareness" as a reading category for all ranks**
  - **Voluntary participation "empowering individuals with responsibility to actively participate in their own growth"**











- **Designed to stimulate critical thinking about the maritime profession and the continuing role of Seapower in the 21st century**

Status: In execution

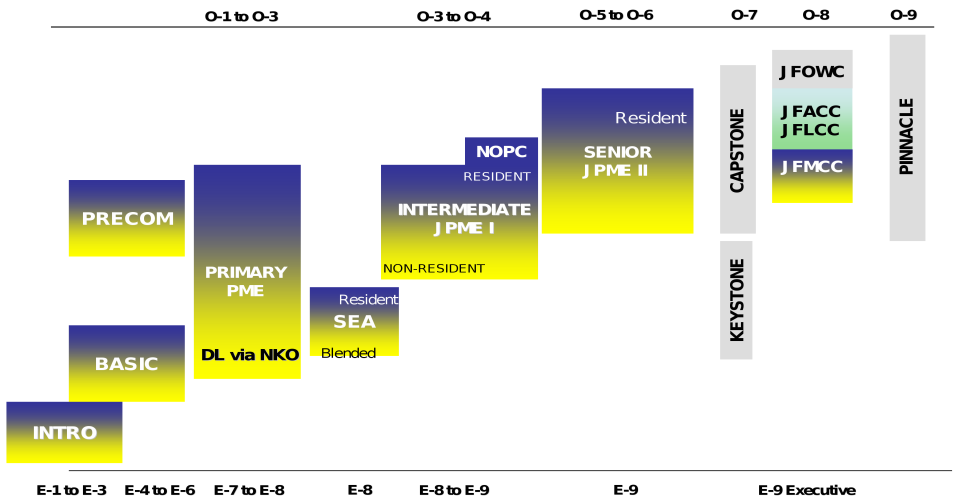
SEP 06

Lessons Learned and Challenges

- **Lessons Learned**
  - **Preliminary results confirm that commonality between PPME (E) & PPME (O) is having positive effects**
  - **Senior Enlisted Academy (SEA)**
    - **Completes the integrated Navy perspective**
    - **Builds trust and confidence across USN communities and Services**
  - **E-9 attendance of resident Senior Service College is powerful. Much better prepared to participate on joint staffs**
  - **Reading program is having positive impact on the fleet at all levels.**
    - **Enhanced critical thinking and broadened perspectives**

- **Challenges**
  - **Large changes in EPMEP requirements now will create resourcing challenges near term and downrange**

THE NAVY'S PME CONTINUUM



Questions?

Enlisted PME Implementation Status

- **Initial Review Completed, Some Courses Under Development**
  - ✓ **Peer models reviewed (USA & USAF programs)**
  - ✓ **"Gap analysis"**
  - ✓ **Rough draft set of learning areas (LA), supporting learning objectives (LO), and standards in order to implement CNO's PME Continuum and satisfy CJCS EPMEP requirements**
- **Implementation of Basic & Career EJPME JLAs/JLOs**
  - – **Basic EJPME JLAs/JLOs: all non-resident (NKO)**
  - ✓ **Career EJPME JLAs/JLOs: non-resident (Primary & SEA) & resident (SEA)**
  - – **No assistance required at this time**
- **Establish Integrated Set of Educational Outcomes for CNO's Continuum (expressed as competencies)**
- **Fielding Priorities:**
  - – **Phase 1: SEA**
  - ✓ **Phase 2: Primary EPME**
  - – **Phase 3: Introductory & Basic EPME** (early FY08)

Introductory EPME (E1-E4) -- Way Ahead for Basic EJPME

- **Near Term**
  - ✓ Complete "As Is" study and assessment
  - ✓ Ensure full array of programs reviewed
    - ✓ PO INDOC & New Leadership Continuum
  - – Develop desired educational outcomes
  - ✓ Focus current curricula to better meet EJPME LA/LOs
  - ✓ Ensure EPMEP standards underpin current programs
- **Longer Term**
  - ✓ Fully exploit initial training in residence opportunities
    - – Accomplish foundational PME elements
    - – Ensure standards permeate the program
  - – Developing distance learning modules via [illegible]O to complete program

Longer Term

Status: On Schedule

Early FY08

Basic EPME (E5-E6)
-- Way Ahead for Basic EJPME

- **Near Term**
  - ✓ **Complete "As Is" study and assessment**
    - ✓ **PO & New Leadership Continuum**
  - ✓ **Developed draft desired educational outcomes**
  - ✓ **Focus current curricula to better meet EJPME LA/LOs**
  - ✓ **Ensure EPMEP standards underpin current programs**
  - – **Beta test underway with AC/RC participants**

- **Longer Term**
  - ✓ **Funding in 4th Qtr FY06 accelerates fielding (early FY08)**
  - – **Basic PME course for NKO (launch early FY08)**
    - **Focus on E-5, but open to E-4 through E-6**
    - **Ensure standards permeate the progra**
    - **Include introduction to maritime-relate**

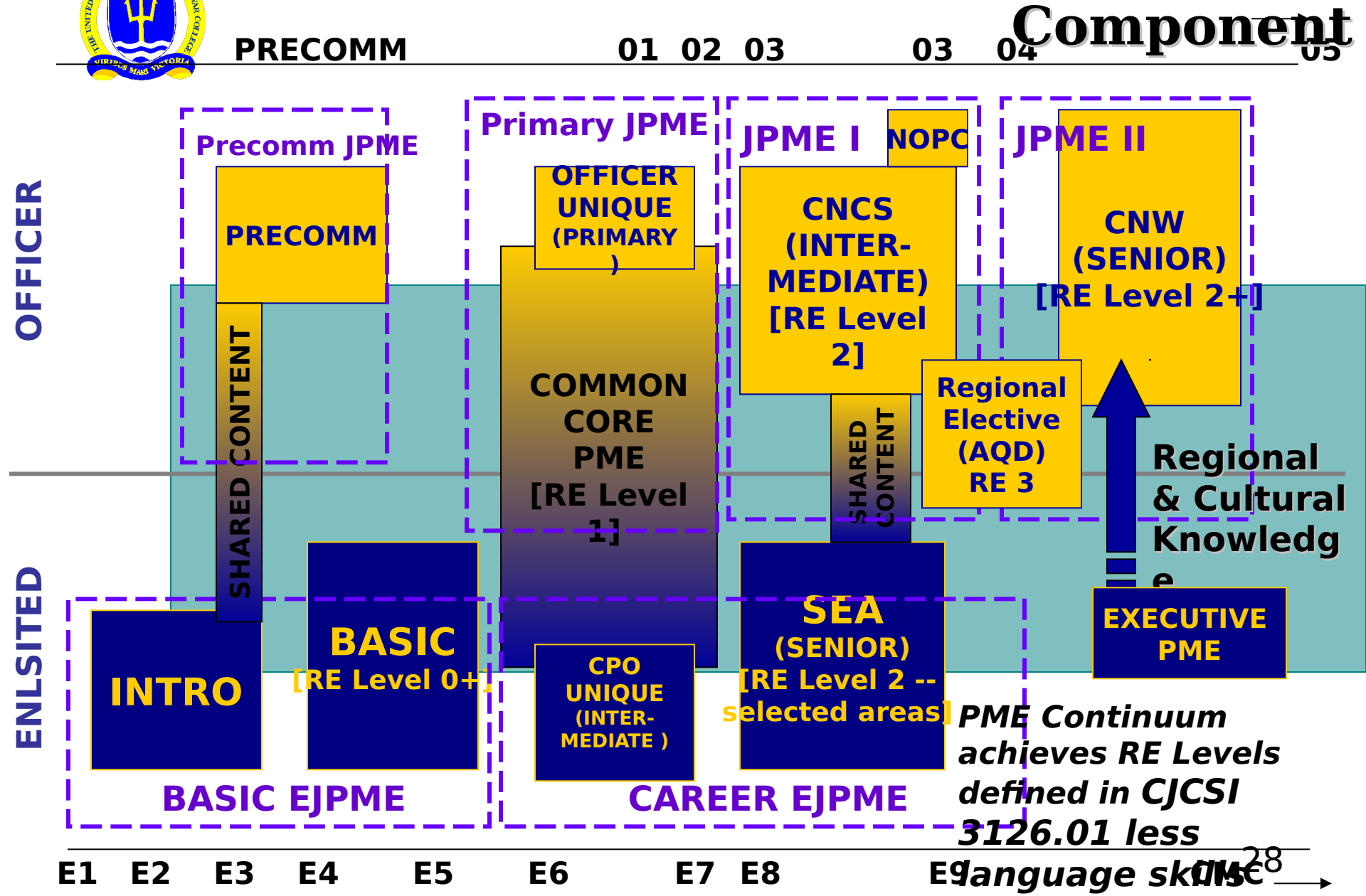
    regional studies and cultural issues (RE Level 0+)

Senior Enlisted Academy (SEA) Short Term

- **Mission**
  - Prepare selected Senior Enlisted Leaders (SELs) to function and lead effectively in naval and maritime domains supporting GWOT and other national security challenges

- **Resident Program Changes**
  - ✓ Increasing throughput from 300 to 784 annually
  - ✓ New class size: 112 ~ 7 seminars of 16 students
  - ✓ Increased other Service/International mix (~ 15% of class)
  - ✓ New state-of-the-art classrooms and workstations & new student resource center

PME CONTINUUM: NWC LREC Component



PME Continuum achieves RE Levels defined in CJCSI 3126.01 less language skills